



## PROGRAM PARTNERSHIPS POLICY

### 1. POLICY STATEMENT

The Government of Nunavut is committed to supporting the development of healthy communities through business development, organizational development and community capacity building. The Department's policies and programs will reflect these principles.

The Department of Economic Development and Transportation is the principal vehicle of delivery of the Government of Nunavut's community economic development programs, which it may pursue alone or in Partnership with communities, other Government of Nunavut Departments other levels of government, industry, and non-governmental organizations.

The Policy on Program Partnerships establishes the general terms and conditions by which Partnerships with communities and non-governmental organizations will be established.

### 2. PRINCIPLES AND VALUES THAT WILL BE REFLECTED IN OUR PROGRAMS

1. **Simplicity:** Our programs will aim at simplicity in design, access and delivery.
2. **Self Reliance:** Communities, through *Inuusiqainnarniq* (healthy communities) and economic development, have the primary role and responsibility for the health and vitality of their citizens.
3. **Continuing Learning:** Our programs must support the development of a Nunavutmiut workforce.
4. **Inuit Qaujimanituqangit:** Our policies and programs will reflect the Department's six guiding principles of Inuit Qaujimanituqangit.
5. **Effective Communication:** Information must be shared between partners on the basis of two-way communication.
6. **Respect:** The partners will respect the fact that that they have independent roles, responsibilities, and political priorities which may, from time to time result in differing opinions on issues of concern, but that this should not undermine the long-term goals of the Partnerships.

7. **Transparency:** The information on which decisions are based will be available to the public in scheduled reporting, and all decision making processes will be fair, explicit, and without conflict of interest.
8. **Continuity:** Both partners will respect the need for timelines, deadlines as well as the need for continuous support, feedback and evaluation, in order for the Partnership to be successful.

### 3. **OBJECTIVE OF THE POLICY**

The Government of Nunavut, through the Minister, and the Department of Economic Development and Transportation will deliver programs and services aimed at stimulating Economic Development and Transportation in the Nunavut economy. Programs in support of **community economic development** will be directed at three key areas that support the development of our economy: **A) business development**, **B) organizational development**, and, **C) community capacity building**

Programs in support of community economic development will:

1. Result in measurable increases in employment, income, and Inuusiqainnarniq for Nunavut residents.
2. Build community capacities to plan, develop, and evaluate their own opportunities.

The Government acknowledges that there may be circumstances where it is desirable to deliver these programs in **partnership** with communities and non-governmental organizations.

### 4. **PURPOSE**

Under the *Policy on Program Partnerships*, Partnership Agreements may be developed between communities, non-governmental organizations, and the Department of Economic Development and Transportation to support

- A.) Business development,
- B.) Organizational development,
- C.) Community capacity building.



**Purpose of Business Development Partnerships**

1. To stimulate and support business development in Nunavut with partners who deliver complementary programs and services.
2. To better integrate programs, and reduce duplication of services between business development programs and services of the Government of Nunavut, and those offered through other levels of government.
3. To simplify decision-making for business development programs in Nunavut.
4. To provide a mechanism by which funds for business development can be increased by combining the financial resources of two or more partners.
5. To broaden public participation in the design and delivery of business development programs.
6. To improve access to, and communications about, business development programs available in Nunavut.
7. To improve and increase training available to business and entrepreneurship in Nunavut.
8. To provide accurate data and analysis of public investments in business development in Nunavut, and
9. To promote the principles of Economic Development and Transportation through business development.

### **Purpose of Organizational Development Partnerships\*\***

1. To stimulate and support the development of a specific economic sector by assisting individuals working in that sector to organize for common cause, representation, and mutual support.
2. To provide an effective instrument for the delivery of training and career development programs by the organizations that will benefit from these programs.
3. To stimulate and support sectoral development through the delivery of complementary programs and services for individuals working in that sector.
4. To increase funding available for the development of an economic sector through the support of a non-governmental agency with access to a broad range of funding sources.
5. To broaden public participation in the development of a specific economic sector.
6. To improve communications and information about the development of a specific economic sector
7. To provide accurate data and analysis of public investments in the development of specific economic sectors in Nunavut.
8. To promote the principles of Economic Development and Transportation through organizational development.

\*\* Support through this policy will be restricted by the capacity of the Department's resources.

### **Purpose of Community Capacity Building Partnerships**

1. To facilitate and strengthen community-based economic development in Nunavut through Partnerships with Nunavut's municipal governments
2. To support communities who wish to employ community developers (Parnaijiit) who meet national economic developer competency standards.
3. To support communities in the development and implementation of community strategic plans that build on the strengths of communities and increase the capacity of communities to develop their economies.
4. To strengthen the capacity of Nunavut's communities to make informed decisions about issues that impact the socio-economic health of their communities.
5. To provide a mechanism to increase and provide access to program funding for Nunavut communities that would not be accessible to the Government of Nunavut alone.
6. To strengthen and support the participation of Nunavut communities in the design, delivery, and evaluation of community development issues.
7. To provide communities with clear and accurate information on outside investments in Nunavut's economies.
8. To promote the principles of Economic Development and Transportation through community capacity building.

## 5. DEFINITIONS

1. **Accountability:** The obligation to answer to a person or group of persons for the implementation of all decisions made on behalf of that group as well as for all of the responsibilities conferred.
2. **Business Development Fund (BDF):** A contribution made under the Government of Nunavut's Business Development Fund Policy.
3. **Community Economic Developer Contribution:** A contribution made by the Government of Nunavut under certain terms and conditions to a Nunavut municipality to support community economic development in that community.
4. **Community Initiative Fund (CIP):** A contribution made under the Government of Nunavut's Business Development Fund Policy – Schedule F.
5. **Community Economic Developers, or Parnaijiit,** (Formerly known as Community Economic Development Officers or CEDOs): Normally an employee or where circumstances dictate a contractor of a Nunavut municipal government funded by the Department of Economic Development and Transportation, and responsible for the delivery of community economic development programs within the community.
6. **Community Economic Development:** A process by which communities are assisted in initiating and generating their own solutions to common economic problems through an integration of economic, capacity building, and environmental objectives.
7. **Community Development Committee:** A committee constituted at the municipal level to allocate funds for community-based initiatives, and made up of representatives from a variety of community organizations, with the Community Developer (EDO) acting as secretary.
8. **Contribution Agreement:** A contractual agreement between two parties, which outlines the fiduciary obligations and reporting responsibilities of the parties involved.
9. **Grant to Small Business (GSB):** A grant of up to \$5,000 made under the Government of Nunavut's Grant to Small Business Policy.
10. **Inuusiqainnarniq, or Sustainable Livelihood:** A means of living or supporting life and meeting individual and community needs in order to create healthy communities.

11. **Partnership:** a Partnership is a co-operative arrangement between the Department of Economic Development and Transportation and a community and/or non-governmental agency made to serve a common purpose, in which the Department and its partner share resources, responsibilities, and decision-making.

12. **Memorandum of Understanding:** Outlines the obligations of all of the partners entering into the Agreement. It clearly explains each partner's role and responsibilities.

## 6. **Authority and Accountability**

- ◆ The **Financial Management Board (FMB)** approves an annual budget for contributions contained within this policy, as well as expenditures additional to those appropriated in the Main Estimates, in the event of unplanned contribution needs.
- ◆ The **Executive Council** shall approve program provisions and any exceptions to this policy.
- ◆ **The Minister of Economic Development and Transportation may:**
  - i) Approve Partnership Agreements with communities or non-governmental organizations.
  - ii) Delegate authority to approve Partnership Agreements to the Deputy Minister of Economic Development and Transportation.
- ◆ The **Deputy Minister** may:
  - i) through a letter of instruction delegate authority to the Assistant Deputy Minister, or the Regional Superintendents of Economic Development and Transportation.
  - ii) designate a lead senior Department official to negotiate and manage these Agreements to approve Partnership Agreements.
- ◆ The **designated lead senior official** will:
  - i) have the authority to negotiate the terms and conditions of the Partnership Agreements as per the schedules listed in this policy (Schedules A, B, and C).

◆ **Hamlet Councils** (under Schedule C) may:

- i) designate a **Community Development Committee** to be responsible for allocating program funding to projects that they deem to have value for the community, and that meet the eligibility criteria of Department programs.

**7. Criteria**

The criteria for contributions to eligible partners are detailed in the attached schedules A, B, and C.

**8. MONITORING AND EVALUATION OF PARTNERSHIPS AGREEMENTS**

Partnership Agreements will be monitored and evaluated on their performance, the terms of reference for which will be jointly developed by the partners.

**9. CONTRIBUTIONS IN SUPPORT OF PARTNERSHIPS**

Contributions will be granted only when the partners and the Government of Nunavut have entered into a formal and binding Partnership Agreement describing the terms and conditions under which they will meet the objectives of the Agreement.

**10. PREROGATIVE OF THE EXECUTIVE COUNCIL**

Nothing in this policy shall in any way be construed to limit the prerogative of the Executive Council to make decisions, or take actions respecting the development of the Nunavut economy and community economic development, outside the provisions of this policy.

**11. SUNSET CLAUSE**

This policy will be effective from the date of signature until March 2005.

**SCHEDULE A**

1. **For:** Contributions to Partners delivering Business Development Programs on behalf of the Government of Nunavut (e.g Kivalliq Partners in Development, Baffin Business Development Centre).
2. **Purpose:** Business Development

### 3. Eligibility:

**Eligible Partners:** Societies registered under the Nunavut Societies Act (or a not-for-profit corporation\*\* registered under the Canada Corporations Act) for the purposes of delivering business programs in Nunavut or in a Nunavut region.

\*\*Note the Kivalliq Partners in Development are a not-for-profit corporation and therefore must be covered under this eligibility clause.

**Eligible Programs:** Department of Economic Development and Transportation programs that are eligible for Program Partnerships under Schedule A will include, but not be limited to: Community Futures, the Nunavut Business Credit Corporation, and the Business Development Fund.

### 4. Review:

Re-authorization of this schedule will occur every two years.

### 5. Partnership Agreement:

Any Partnership Agreement shall adhere to the purposes and principles of this policy

In addition all partners shall:

- Have a valid yearly updated business plan, provided on or before the start of each fiscal year of the Partnership.
- Provide current and accurate data quarterly, and/or upon request in order for the Government of Nunavut to track and monitor services and performance in areas where the Partnership is expected to achieve acceptable results.

### 6. Accountability Requirements:

- 6.1 The Partnership Agreement shall identify a duly authorized lead official from the Department of Economic Development and Transportation who will represent the Department's interest in the development and implementation of the Agreement, and shall represent the Department's interests relating to all funding and programs delivered under this Partnership with a seat on the Partner's duly constituted governing Board and Executive.
- 6.2 The Partnership Agreement shall identify the governing body of the Partner (i.e. Hamlet Councils, or duly empowered Boards of Directors) who is empowered to enter into the Partnership Agreement on behalf of the Partner.
- 6.3 The Partnership Agreement shall reflect the fact that because the Partnership will be delivering established Government programs as well as those on behalf of contracting organizations, it is essential that all Partners observe the highest standards of ethical conduct to maintain public trust and confidence.

- 6.4 The Partnership Agreement shall reflect the fact that the Minister remains accountable to the people of Nunavut for the ultimate delivery of all programs and services delivered through this Partnership Agreement, in addition to all territorial interests evolving out of this Agreement.
- 6.5 The Partnership Agreement shall require that both parties understand that the relationship between the Minister and his Partner shall be at arms length, and that the day-to-day operation of any business directly or indirectly related to this Agreement will remain under the management of the Partner organization.
- 6.6 The Partnership Agreement shall ensure that both partners keep proper accounts and records of the revenues and expenditures including all invoices, receipts and vouchers relating to business done under the auspices of this Agreement, as well as ensuring that all financial affairs are conducted according to generally accepted business and accounting principles.

## **7. Financial Contributions:**

Core funding under **Schedule A** will be formula funded, based on reasonable standard costs.

Funding in support of salaries will be based on reasonable # of clients to staff portfolio ratios. Salaries and benefits allocations will be based on the Government of Nunavut job evaluation system and Northern Allowance rates.

## **8. Payment**

Payment will be made on a quarterly basis.

## **9. Term**

The term of the Partnership Agreement shall be one year.

## **SCHEDULE B**

1. **For:** Contributions to Partner Organizations delivering programs and services on behalf of the Department (e.g., Nunavut Tourism, Nunavut Arts and Crafts Association):
2. **Purpose:** Organizational Development & Economic Development:
3. **Eligibility:**

**Eligible Partners:** Societies registered under the *Nunavut Societies Act* for the purpose of delivering industry-wide programs in Nunavut or in a Nunavut region.

#### **4. Review:**

Re-authorization of this schedule will occur every two years.

#### **5. Partnership Agreement:**

Any Partnership Agreement shall adhere to the purpose and principles of this policy

In addition all partners shall:

- Have a valid business plan, provided on or before the start of the fiscal year.
- Provide current and accurate data quarterly, and/or upon request in order for the Government of Nunavut to track and monitor services and performance in areas where the Partnership is expected to achieve acceptable results.

#### **6. Accountability Requirements:**

- 6.1 The Partnership Agreement shall identify a duly authorized lead official from the Department of Economic Development and Transportation who will represent the Department's interest in the development and implementation of the Agreement, and shall represent the Department's interests relating to all funding and programs delivered under this Partnership with a seat on the Partner's duly constituted governing Board and Executive.
- 6.2 The Partnership Agreement shall identify the governing body of the Partner (i.e. Hamlet Councils, or duly empowered Boards of Directors) who is empowered to enter into the Partnership Agreement on behalf of the Partner.
- 6.3 The Partnership Agreement shall reflect the fact that because the Partnership will be delivering established Government programs as well as those on behalf of contracting organizations, it is essential that all Partners observe the highest standards of ethical conduct to maintain public trust and confidence.
- 6.4 The Partnership Agreement shall reflect the fact that the Minister remains accountable to the people of Nunavut for the ultimate delivery of all programs and services delivered through this Partnership Agreement, in addition to all territorial interests evolving out of this Agreement.
- 6.5 The Partnership Agreement shall require that both parties understand that the relationship between the Minister and his Partner shall be at arms length, and that the day-to-day operation of any business directly or indirectly related to this Agreement will remain under the management of the Partner organization.

The Partnership Agreement shall ensure that both partners keep proper accounts and records of the revenues and expenditures including all invoices, receipts and vouchers relating to business done under the auspices of this Agreement, as well

as ensuring that all financial affairs are conducted according to generally accepted business and accounting principles.

#### **7. Financial Contributions:**

Financial contributions will be based upon the mutually accepted terms laid out in individually negotiated Contribution Agreements.

#### **8. Payment:**

Payment will be made on a quarterly basis.

#### **9. Term:**

The term of the Partnership Agreement shall be one year.

### **SCHEDULE C**

**1. For:** Contributions to Community Governments delivering community economic development programs and services on behalf of the Government of Nunavut:

**2. Purpose:** Community Capacity Building & Community Economic Development

#### **3. Eligibility:**

**Eligible Partners:** Eligibility is restricted to municipalities in Nunavut incorporated under the Municipal and Community Affairs Establishment Act.

**Eligible Programs and Services:** Department of Economic Development and Transportation programs that are eligible for Program Partnerships under Schedule C will include, but not be limited to: Community Economic Developer funding, Community Initiatives Program (CIP), and Grants to Small Business (GSB).

#### **4. Review:**

Re-authorization of this schedule will occur every two years.

#### **5. Partnership Agreement::**

Any Partnership Agreement shall adhere to the purpose and principles of this policy

In addition all partners shall:

- Have a valid yearly updated business plan, provided on or before the start of each fiscal year of the Partnership.
- Provide current and accurate data quarterly, and/or upon request in order for the Government of Nunavut to track and monitor services and performance in areas where the Partnership is expected to achieve acceptable results.
- Make every reasonable effort to establish accountable and representative Community Development Committees to decide on projects suitable for funding.

## 6.0 Accountability Requirements:

- 6.1 The Partnership Agreement shall identify a duly authorized lead official from the Department of Economic Development and Transportation who will represent the Department's interest in the development and implementation of the Agreement.
- 6.2 The Partnership Agreement shall identify the governing body of the Partner (i.e. Hamlet Councils, or duly empowered Boards of Directors) who is empowered to enter into the Partnership Agreement on behalf of the Partner.
- 6.3 The Partnership Agreement shall reflect the fact that because the Partnership will be delivering established Government programs as well as those on behalf of contracting organizations, it is essential that all Partners observe the highest standards of ethical conduct to maintain public trust and confidence.
- 6.4 The Partnership Agreement shall reflect the fact that the Minister remains accountable to the people of Nunavut for the ultimate delivery of all programs and services delivered through this Partnership Agreement, in addition to all territorial interests evolving out of this Agreement.
- 6.5 The Partnership Agreement shall require that both parties understand that the relationship between the Minister and his Partner shall be at arms length, and that the day-to-day operation of any business directly or indirectly related to this Agreement will remain under the management of the Partner organization.
- 6.6 The Partnership Agreement shall ensure that both partners keep proper accounts and records of the revenues and expenditures including all invoices, receipts and vouchers relating to business done under the auspices of this Agreement, as well as ensuring that all financial affairs are conducted according to generally accepted business and accounting principles.
- 6.7 The Partnership Agreement may require the creation of a **Community Development Committee** which would be responsible for allocating program funding to projects that they deem to have value for their community, and that meet the eligibility criteria of Department's programs

## 6. Financial Contributions:

Municipalities are eligible to receive the following funding under Schedule C:

- ◆ UP TO **\$65,000**\*\* for the salary to staff an Economic Developer's Position (CEDO), and **\$10,000** for O&M based on needs set out in the Partnership Agreement. (\*\* Communities with less than 200 residents will receive half this allocation).
- ◆ **UP TO \$5,000** to leverage other external funding sources specifically for the training and development of Community Economic Developers or other community economic development initiatives.

The Department will also negotiate an annual community capacity building program contribution through the Community Initiatives Program, and Grants to Small Business Program.

Approved program funds will be allocated to communities based on a standardized funding formula (of a base allocation + an additional allocation calculated using local and regional unemployment rates, measured using indicators like the annual Labour Force Statistics).

#### **7. Payment:**

Payment will be made on a quarterly basis.

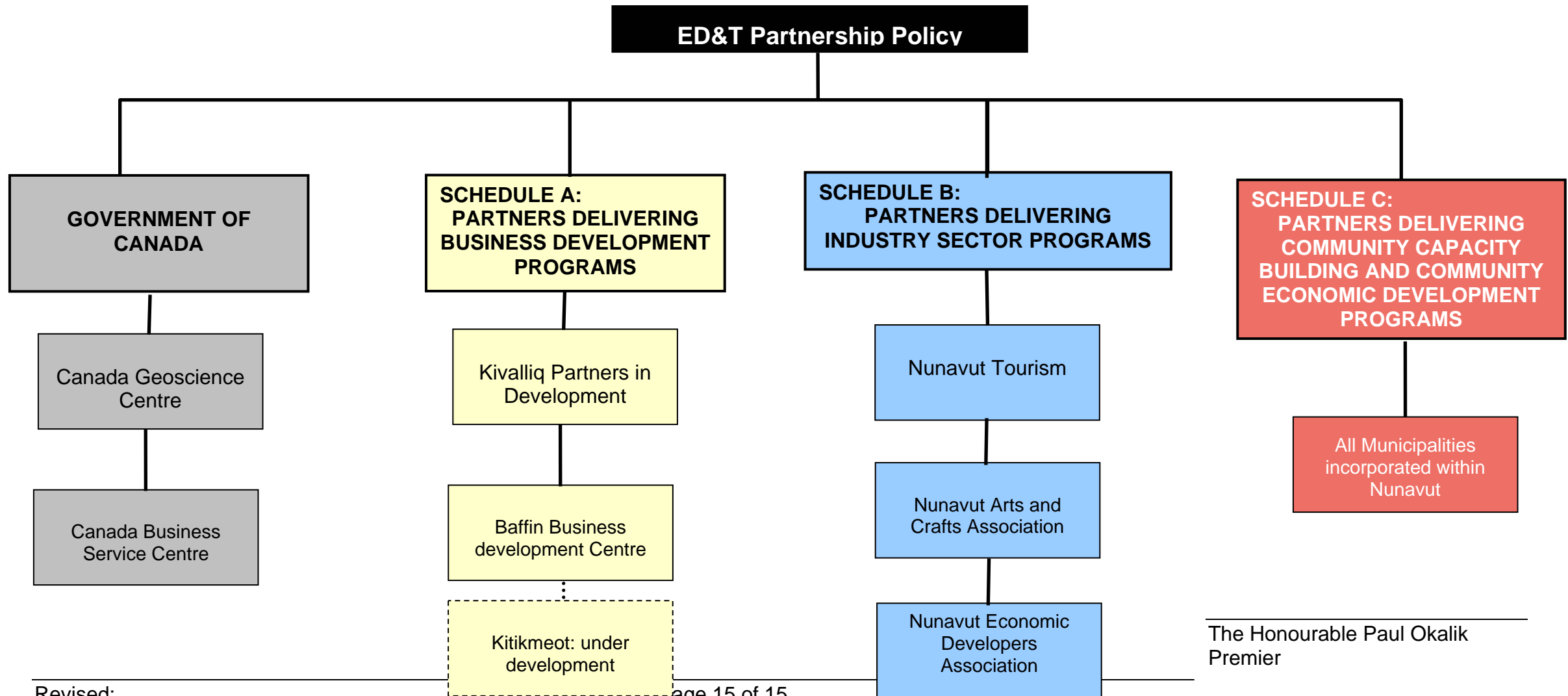
#### **8. Term:**

The term of the Partnership Agreement shall be one year.



Appendix A

Organization chart



The Honourable Paul Okalik  
Premier